



World Sailing

2018 Annual
Conference
Sarasota

Governance Commission Report

1st to 4th November 2018



Important Notes

These slides are a compilation of the presentations made on behalf of the World Sailing Governance Commission to the World Sailing Annual Conference, Council Meeting and AGM held in Sarasota, Florida, USA from 1 to 4 November 2018.

They include the initial ideas of the World Sailing Governance Commission. These initial ideas are not a proposal, but rather ideas about which the Commission seeks feedback.

Feedback is welcomed from MNAs, Class Associations, other World Sailing members, Board members, Council members, committee members and the many other individuals involved in World Sailing, including, importantly, the sailors.

Please send feedback to the Chairperson at governancereview@sailing.org.

Thank you

Maria Clarke
Chairperson, Governance Commission

4 November 2018

WS Governance Commission Members



Contents

- Commission's work to date including:
 - review of ASOIF Assessment
 - review of sports governance & other IFs
 - initial questionnaire
 - objectives
 - timetable
- Member Survey
- Commission's initial draft ideas
- Feedback

Work to Date

Reviewed ASOIF Assessment 2018



Association
of Summer
Olympic
Federations

Areas for improvement recommended:

- Equal opportunities for participation at AGM
- Term limits - max 3 x 4 years terms in same or multiple roles
- Elected positions - less restrictions; unlimited nominations, have nominations commission
- All elected and appointed positions (non staff) should be open recruitment
- More independent Ethics Commission with separation of investigation process from sanction process
- Independent audit committee especially chair

Work to Date

Reviewed sports governance literature and other IFs reform



Jean-Loup Chappelet and
Michaël Mrkonjic

Basic Indicators for Better
Governance in International
Sport (BIBGIS): An assessment
tool for international sport
governing bodies

IDHEAP Working Paper
1/2013



Action for Good
Governance
in International Sports
Organisations

www.aggis.eu
playthegame.org

playthegame

in IDRETTENS
ANALYSEINSTITUT

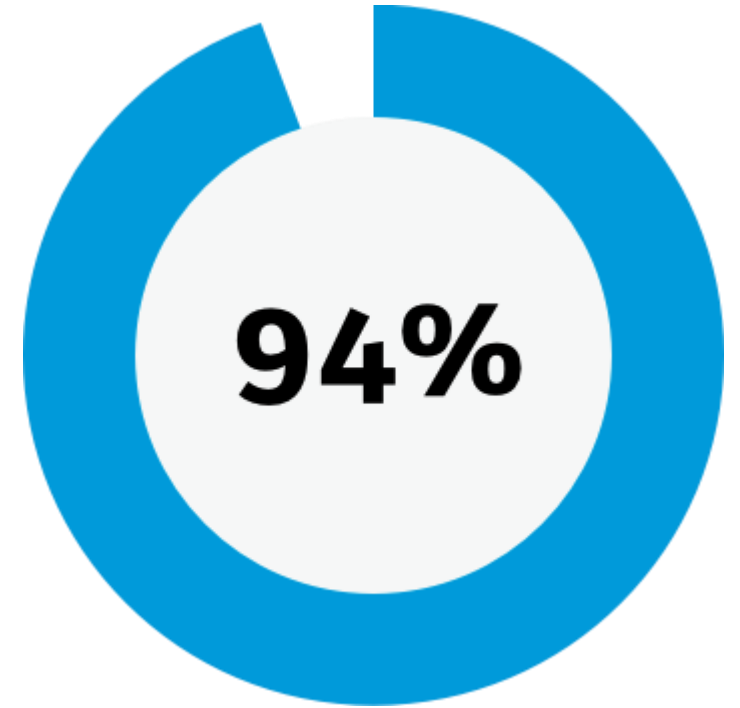


A CODE FOR SPORTS GOVERNANCE



Initial Questionnaire

- 47 participants – Council (32), Board (9) and taff (6)
- Does WS governance need changing?
 - **94% yes**
- **What do you like?**
 - Committees – skills and experience
 - Board / management structure - good governance
 - Democratic – anyone can submit an issue; AGM, global representation, election system
 - “hard to think of anything”, “nothing comes to mind”, “not a whole lot of positive factors”



Initial Questionnaire

What do you dislike?

- Inefficient decision making
 - submission process
 - duplication of decisions
- Lack of input into decision making
 - non-English speaking
 - intimidating environment
- Lack of transparency of decisions and decision making process
- Conflicts of interest
- Important decisions too political eg Olympic equipment
- Lack of clarity of roles and perceptions that people not doing their jobs properly
- Insufficient diversity – regional representation; gender, athletes, expertise, independence



Initial Questionnaire

Suggested Improvements from Council, Board + Staff

- “change the submission process”, we need “more flexible way of getting ideas on the table”
- “get rid of Council”, “remove Board and change Council to 17 seats”, “should be a combination of AGM and Council – a hybrid of both – to set policy”
- “we should delegate” more to expert committees, like racing rules
- “WS should fund all MNAs to attend the GA”, “if not English speaking they can’t participate”
- “more needs to be done in terms of diversity of ethnicity and gender equality”



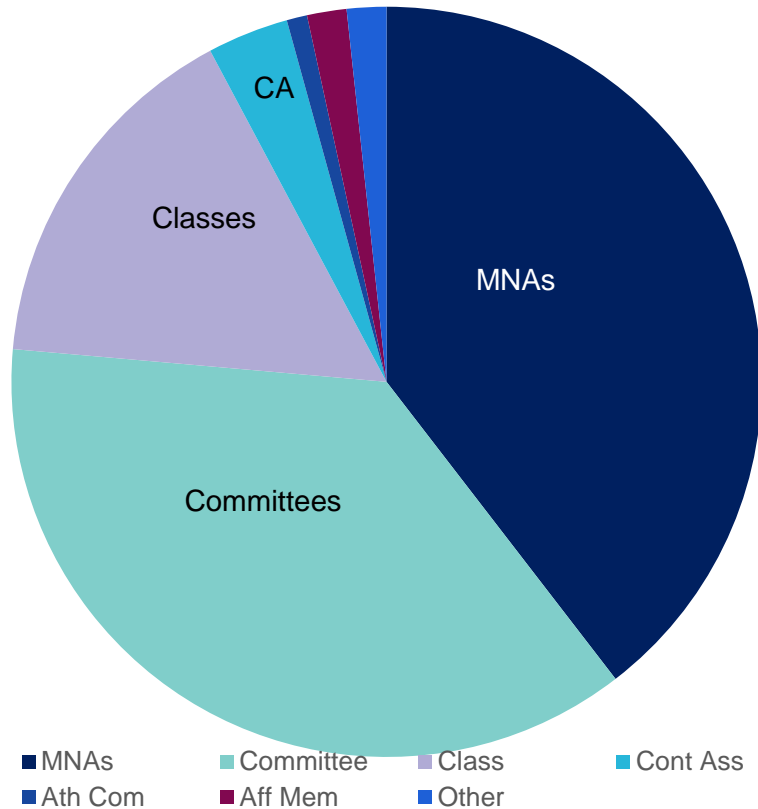
Objectives



Timetable



Survey Participants



Regions

- 50% Europe
- 22% North America & Caribbean
- 13% Oceania
- 9% Asia
- 6% Africa
- 4% Central & South America

Survey Results – Key Themes

Overall is Change Required? 86% = “yes”

Decision Making Process	Roles and Responsibilities
<p>“eliminate submissions and replace with strategic structures”</p> <p>“shorter decision making process”</p> <p>“so much time, energy and dedication is lost”, “stop Council reversing decision of educated, hardworking parties and committees”</p>	<p>Define roles and responsibilities and interface between them Council & Board, Council groups & Continental Associations, Board & Staff, committees & staff, Council & AGM</p>
More power to MNAs	Interests of the Sport
<p>All regions and MNA voices should be heard</p> <p>“position and power of AGM” reinstated</p> <p>“explore MNA engagement and/or voting on certain issues”, “stop focussing on the Olympics”</p>	<p>Decisions need to be made in the interests of the sport not on who people represent (eg classes, MNAs)</p> <p>“the experts need to have more decision making responsibility”</p>

Survey Results

Submissions

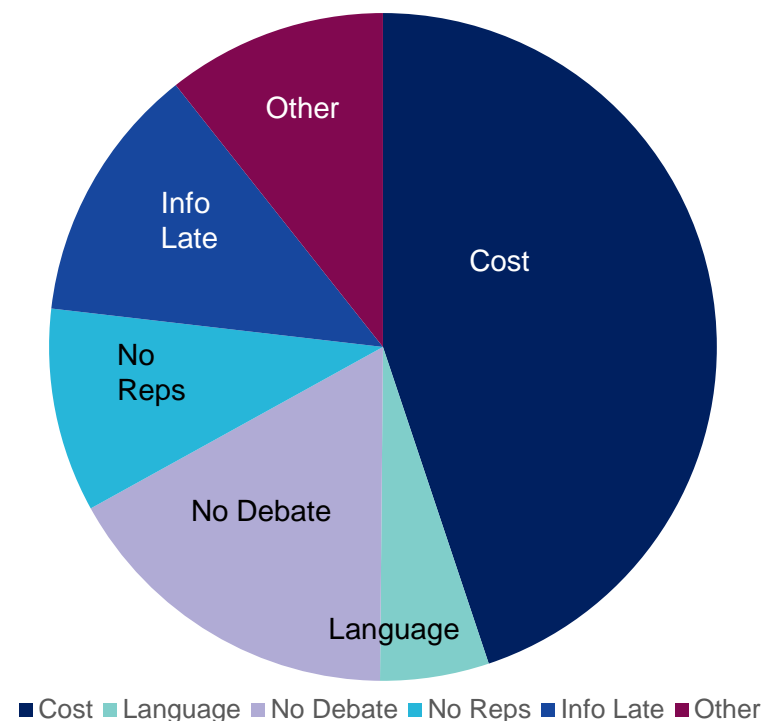
Satisfied 55%

- Transparency
- Formal structure
- Anyone can make a submission

Dissatisfied 45%

- Confusing process as both Council and AGM can decide them
- Process too long, legal and complicated
- No real debate

Participation Factors



Survey Results

Council

Effective 23%

Not Effective 62%

- Member representation
- Knowledge of Council members
- Council members understand the politics

- Decisions overturned
- Doesn't act in best interests of sport
- Lack of diversity

* Don't Know 15%

Board

Effective 33%

Not Effective 43%

- Skills, expertise from business and sport
- Quick decisions
- Rotation
- Elected members

- Council can overturn its decisions
- Management not held to account
- Insufficient diversity in gender, age, athlete voice

* Don't Know 22%

Survey Results

Committees

Effective 45%

- Expertise in their subject matter
- Members bring difference perspectives
- Enables work to be done on voluntary basis
- Brings wide range of people from sport into decision making

Not Effective 44%

- Recommendations not supported by Council or Board
- Some members have conflicts of interests
- Communication and information provided to Committees is inadequate or late



Survey Results

Who should make these key decisions?

	President	Board	Council	AGM	Committee	Staff	Other
Strategy		40	30	27			
Annual Plan		50	24				
Annual Budget		40	22	26			
Major Transactions		35		37			
Olympic Games			32	40			
Racing Rules					67		
Race Officials Appointments					48	22	
WS Events			21	39			
Constitution			21	63			
Regulations			48	32			
Membership Fees		22	22	43			
President Election				80			
Board Election				77			
Council Election				67			24
Committee Appointments		36	23				
Judicial Appointments		42	20	22			
Members new or suspended		24	31	35			
CEO appointment		57	19				
Auditor		38		35			

Survey Results

If you could make one change what would it be?

- “Strengthen the role of the AGM”
- “Give expert committees the right to decide”
eg racing rules
- “Make decisions faster. Once a year is not enough”
- “Give the Board final decisions to implement Committee recommendations”
- “Remove Council out of the governance; design a structure based on best practices for International Sport Organisations”
- Annual and Mid-Year conference to take place at venues elected for ease of access to our global membership”
- “Talk to the members more frequently and more clear”
- “Increase transparency in the decision making. Documents in time, more flexibility in debates. Simultaneous translation”
- “Simplify”, “Less people”.



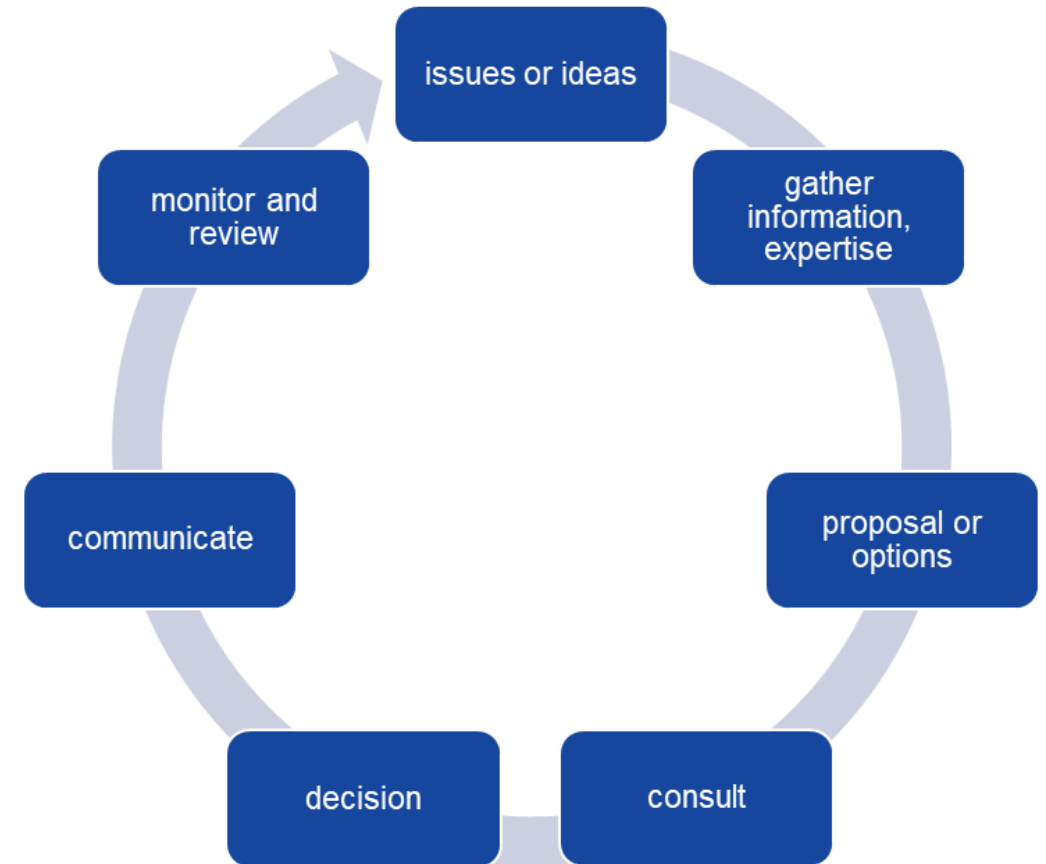
Commission's Guiding Principles, so far ...

- Streamline, efficient and effective decision making – new principles to decision making process
- Expertise in all bodies
- Wide participation in decision making from all parts of the World
- Greater empowerment of MNAs
- Olympics important but WS purpose far broader
- Role clarity and accountability
- Gender balance + greater athlete voice



New Decision Making Process

- Decide who is the final decision maker; no duplication
- No decision made without prior process
- Ideas/issues decisions can be initiated by anyone but **must** go through the process
- Decision can be made quickly or slowly depending on nature and extent of issue
- Doesn't mean consultation with everyone on all decisions, but rather with those relevant
- Current submission process would cease



Membership

Members/AGM

Members (no change)
Members' rights and responsibilities (tbd)

Voting – 1 MNA 1 vote; in person or electronic with
live streaming (no proxies)

Delegates – up to 2 (male/female); MNA endorsed;
must come from MNA*

Can make decisions outside of AGM by e-voting, if
“present” at the meeting

Open meeting (observers pay)

Role

Supreme Authority
(owners/shareholders)

Decisions

- Constitution amendments (records structure, roles, responsibilities, composition, appointment process of all WS bodies)
- approve 4 yearly strategy*
- elect / remove President and Board
- decide criteria for selecting AGM venue
- approve Major transactions
- decide Olympic Games events and equipment
- admit / remove members
- receive annual accounts
- appoint auditor
- appoint/ remove independent bodies



Board

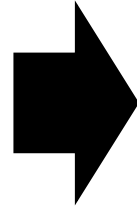
Members / AGM

Nominations Panel

- 1 x independent expert
President
- 1 x Board Member mid-term

Criteria for Appointed Members

- skills/expertise
(matrix/gaps)
- sailing knowledge
- regions
- gender
- age
- ethnicity
- attributes



Board (12)

President (E)

5 Vice Presidents (E)
(2 of 6 each gender)

4 Other Members (A)

2 Athlete reps
(1 x Ath Com Chair
1 x professional
sailor; 1 of each
gender)

Overall

- 4 of 12 each gender
- 1 member from each
Region

Role
Governance

Decisions

Makes all decisions (unless delegated)
other than those made by Members
All decisions made on recommendation
as per DM Cycle

- approve Regulations
- approve budget, accounts and
financial management
- approve Strategy*
- approve Annual Plan
- appoint, monitor, remove CEO
- approve financial management
- monitor risk / compliance



Olympic Council

Members / AGM

Recommends
OG events +
equipment

Nominations
Panel

Board

Olympic Council (27)
Pres, 1 VP, 1 Ath BM
15 MNA reps*
Chair +2 of OG SC
Chair +2 of OPW SC
3 Olympic Classes

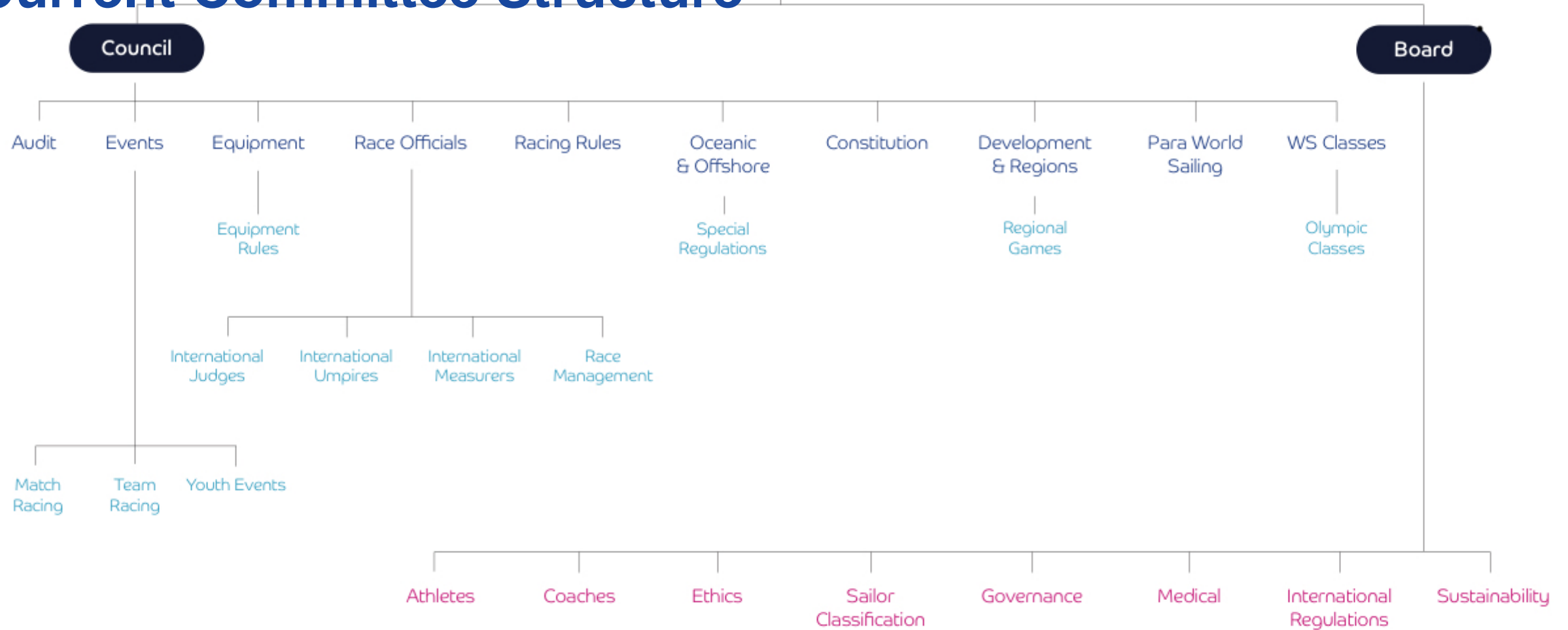
OC Role
Recommends on all matters Olympics

Decisions
Recommendation on events/equipment for OG
Recommendations on matters related to
pathway to OG
All other Olympic related matters

Olympic Games
Sub Commission

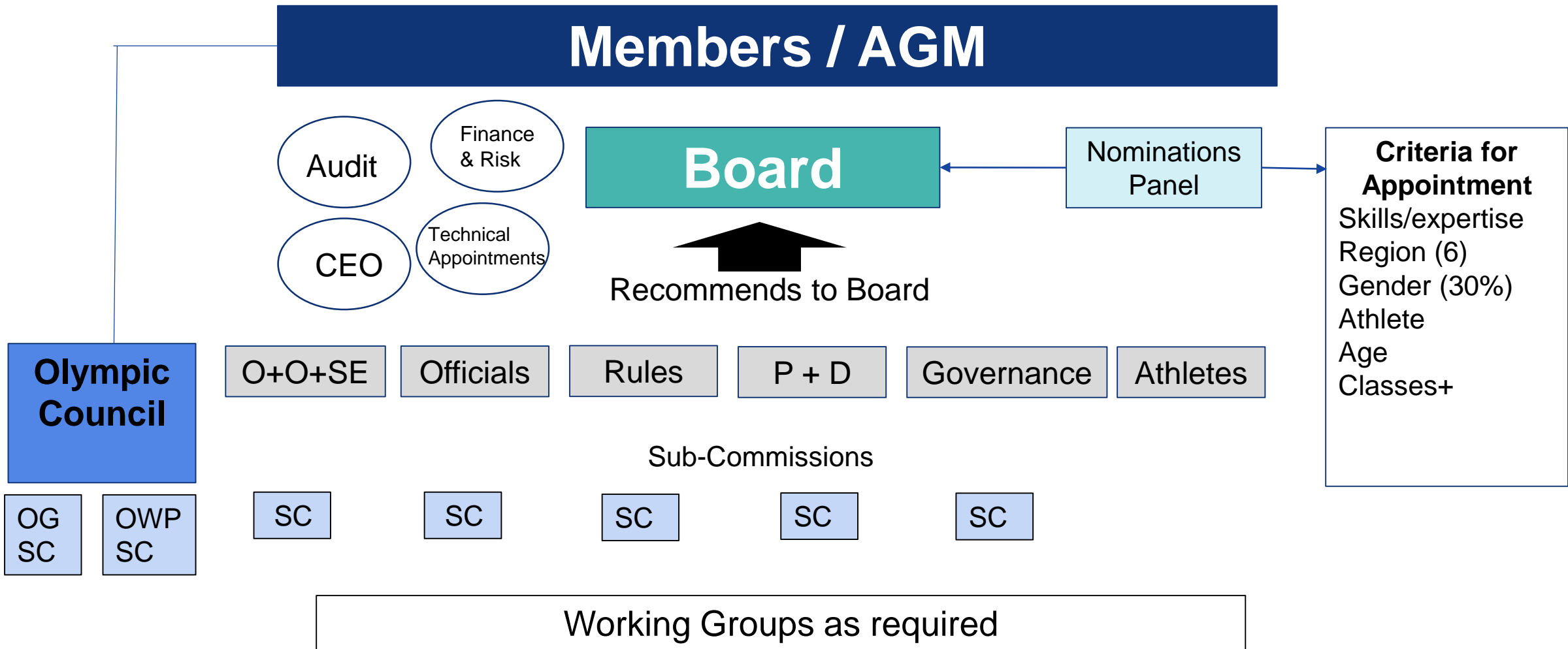
Olympics Pathway
Sub-Commission

Current Committee Structure

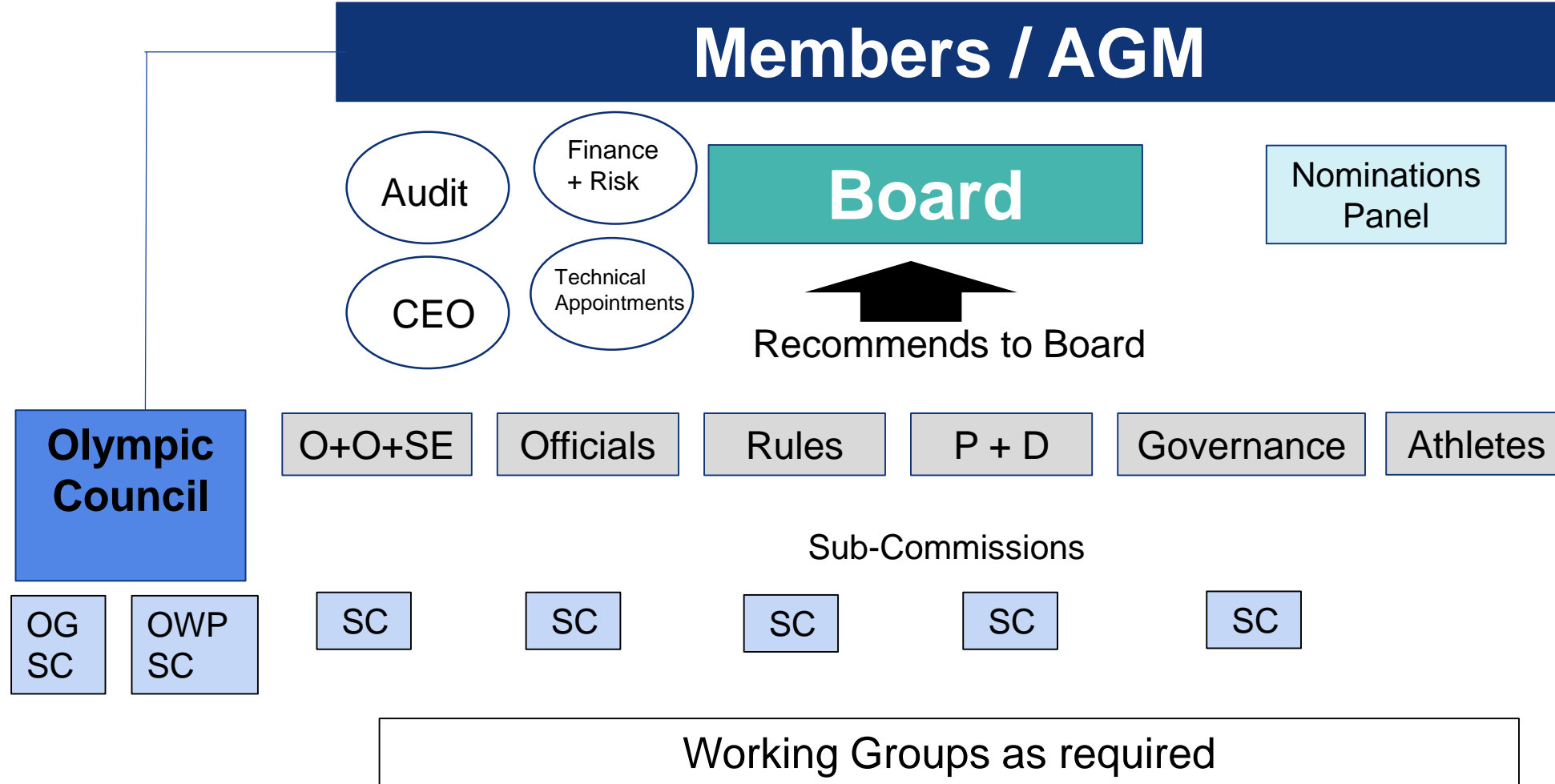


● Committees ● Sub-Committees ● Commissions

Commissions



Independent Bodies



Independent Bodies

- Judicial Board
- Dispute resolution
- Anti-Doping
- Ethics



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Feedback

governancereview@sailing.org